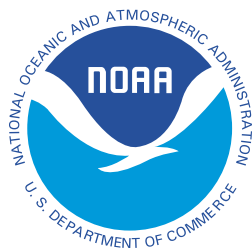

Addendum to the NOS Strategic Plan, 1999~2004: NOS Office Strategic Plans

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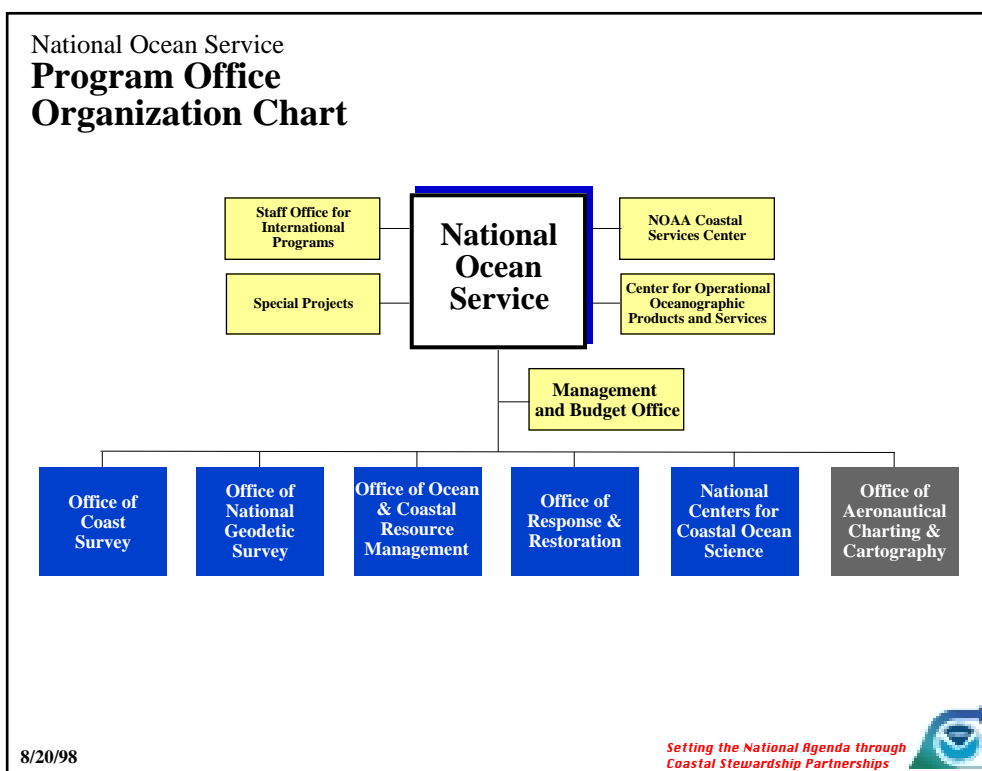
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Strategic Plans for NOS Offices

Contents

This document outlines the Office-level Strategic Plans for 10 NOS Offices (see the organization chart, below). An introductory page summarizes each Office's principal activities and provides a chart of its internal divisions. The Office's strategic vision, mission, goals and objectives follow the introduction.

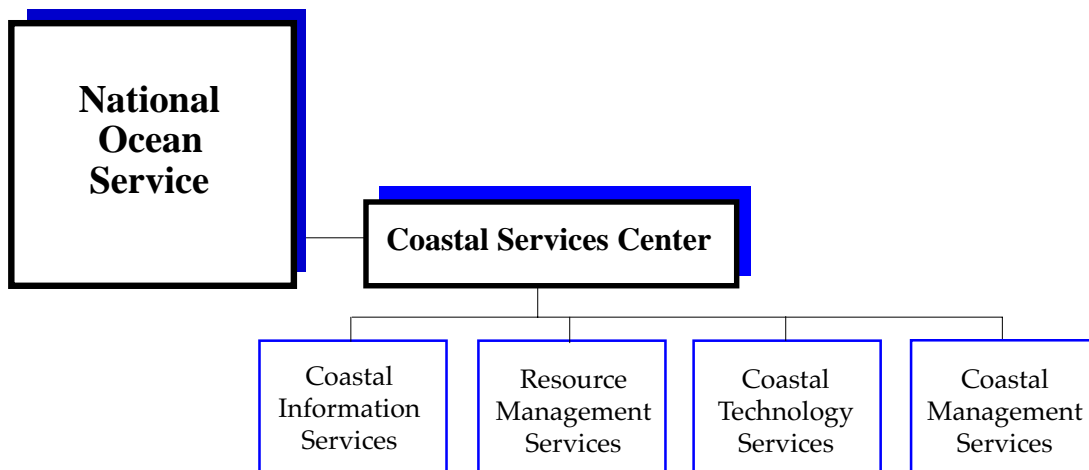
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NOAA Coastal Services Center: Introduction

The NOAA Coastal Services Center serves the decision-making needs of state and local coastal resource managers. The Center works with clients to develop tools and techniques to better bridge the gap between science and management, and promotes sustainability through training and capacity-building services. The Center focuses on those themes which have been identified as important to the coastal resources management community—hazards, habitat, and data access and usability.

Organizationally unique within NOAA, the Center is composed of personnel from throughout the agency, and benefits from a stream of talent from other agencies, universities, nonprofit organizations, the private sector, and state natural resource management authorities. In fact, federal employees account for only one-third of the Center's personnel. The annual operating plan is developed as a joint effort of NOAA's line offices, and signed by all five assistant administrators. Collaboration, partnership building, and an orientation toward customers and results are the cornerstones of the Coastal Services Center.



Coastal Services Center

Vision, Mission, Goals & Objectives

Vision

————— The Coastal Services Center envisions coastal communities with access to the information and technology needed to foster and sustain environmental, social and economic well being.

Mission

————— The mission of the Coastal Services Center is to foster and sustain the environmental and economic well being of the coast by linking people, technology and information.

Goal 1

Habitat. CSC programs support all four objectives of the NOS Habitat goal.

Objectives

- 1.1 CSC emphases include landscape characterization and restoration, coastal remote sensing, coastal change analysis and benthic mapping, information access, protected and marine areas GIS, non-point source pollution reduction and habitat restoration, GIS tool development for siting and evaluating habitat restoration opportunities, and coastal habitat enhancement and restoration technology.
- 1.2 In the near-term, CSC seeks to integrate watershed-level ecological modeling into GIS platforms, improve linkages between land-water systems and their impact on habitat, and move beyond simple coastal change baseline characterization toward trend analysis.

Goal 2

Hazards. CSC programs support all four objectives of the NOS Hazards goal.

Objectives

- 2.1 GIS-based decision support tools are being developed to directly aid coastal communities in their hazard mitigation efforts. Training activities are focused on enhancing the capacity of coastal communities to reduce hazard impacts. CSC information products including ocean color data, shoreline mapping, laser beach mapping, coastal change analysis, and landscape characterization are being designed for use by coastal communities in planning for, responding to, and recovering from the impacts of coastal hazards. New technologies such as laser beach mapping are being pursued as a means to improve the accuracy of storm surge and tsunami inundation modeling.
- 2.1 Short-term goals include the provision of easily accessible multi-hazard risk and vulnerability data to coastal communities and the development of model methodologies and interactive decision-based tools to support widespread local hazard reduction efforts.

Goal 3

Navigation. CSC programs primarily support objectives 3.1 and 3.3 of the NOS Navigation goal.

Objectives

- 3.1 Major CSC emphases include support of Pacific Coast Program efforts to integrate maritime and coastal activities, marine GIS, vector shoreline for the electronic nautical chart program, the recreational nautical chart prototype, and national standards for marine data through participation in the FGDC bathymetric sub-committee.
- 3.2 In the near term, CSC seeks to work with other parts of NOS to enhance NOS's spatial data infrastructure.

Goal 4

Coastal communities. CSC programs support all four objectives of the NOS Coastal Communities goal.

Objectives

- 4.1 Significant CSC efforts include training and education for future coastal resource managers, community-based training in hazards risk and vulnerability, sustainable communities development and planning training for state and local officials, communications support, partnership building and needs assessment, developing access to national technical means assets, and general applications of environmental data and technology. CSC emphases in other NOS goal areas also strongly support Coastal Communities.
- 4.2 In the near-term, CSC seeks to develop predictive techniques for harmful algal blooms utilizing remote sensing capabilities; train and educate serviced clientele in the use of advanced technology and information for coastal management needs; improve client access to data and information in formats that are useable and useful; and develop methodologies and physical capacities to assess and test technologies and sensors for environmental monitoring, response and remediation.

Goal 5

Organization and Culture. CSC programs support all six objectives of the NOS Organization and Culture goal.

Objectives

- 5.1 CSC emphases include: developing formal working agreements with other NOS offices (e.g. ORR); improving data and information access and utility through technical and training means; conducting information gathering, surveys, social science research, training and program evaluations, and effectiveness reviews; promoting employee development, diversity, and minority recruitment objectives; and supporting NOS science and technology efforts through technology application and technology assistance.
- 5.2 In the near-term, CSC will continue to expand its working partnerships with other parts of NOS and NOAA; provide increased training and other technical assistance within the organization; improve data and information systems, tools and products; and develop more rigorous processes for program planning, performance and evaluation.

Center for Operational Oceanographic Products and Services (CO-OPS): Introduction

The Center for Operational Oceanographic Products and Services (CO-OPS) collects and distributes oceanographic observations and predictions to ensure safe, efficient and environmentally sound maritime commerce. The Center provides the set of water level, coastal current, and other operational oceanographic products required to support NOS' Strategic Plan mission requirements, and to assist in providing operational oceanographic data and products required by NOAA's other Strategic Plan themes. The Center manages the National Water Level Observation Network (NWLON) and a national network of Physical Oceanographic Real-Time Systems (PORTS) in major U.S. harbors.

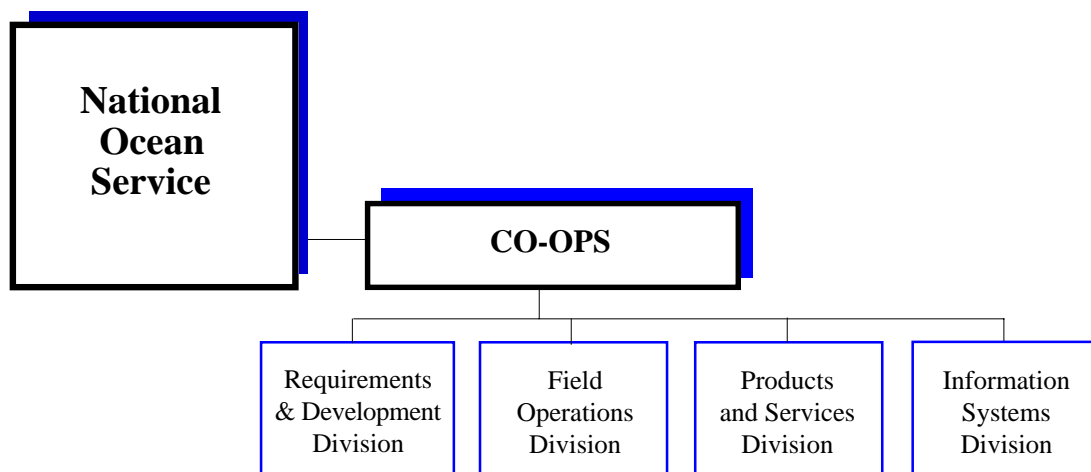
The Requirements and Development Division establishes observation and analysis requirements for CO-OPS, based on the assessment of user/customer needs. The Division also manages the Ocean Systems Test and Evaluation Program (OSTEP) and its associated test facilities. The Division develops new oceanographic measurement systems and techniques to improve the safety of marine navigation.

The Field Operations Division (FOD) operates and maintains all oceanographic and Great Lakes observing systems required to meet CO-OPS' mission objectives. The Division ensures the continuous 24-hour operations of navigation and other real-time observing systems needed to support the protection of life and property. FOD also operates the Ocean Systems Test and Evaluation Facility

(OSTEF) to support development efforts of the Requirements and Development Division and the Information Systems Division. FOD operates equipment to test and evaluate new observing systems, and develops software modules to support NOS mission objectives.

The Products and Services Division ensures the quality of all data collected by CO-OPS, and produces/disseminates operational products from this data stream. The Division monitors the performance of all CO-OPS observing systems and reports discrepancies to appropriate Center personnel. The Division performs operational data quality control and data analysis; produces oceanographic products; manages the content of CO-OPS data and product delivery systems; develops Web page services; distributes real-time data to CO-OPS customers; produces and distributes CD-ROM products; provides information for matters such as litigation and boundary disputes; and designs new products and services to meet user needs.

The Information Systems Division provides a variety of computer-based system and application support services to ensure the efficient operation of CO-OPS computing resources. The Division develops software for scientific and office automation applications, evaluates new, off-the-shelf hardware and software, performs Information Resource Management system planning, and manages data management systems and networks. The Division also sets standards and creates policy governing the access and use of CO-OPS computing resources.



CO-OPS

Vision, Mission, Goals & Objectives

Vision _____ A Nation where everyone has ready access to tide, current, water level, and other coastal oceanographic products and services required for informed decision-making.

Mission _____ To provide the National infrastructure, science, and technical expertise to monitor, assess, and distribute tide, current, water level, and other coastal oceanographic products and services necessary to support NOAA's mission.

Goal 1 _____
Habitat. Enhance the preservation and restoration of the U.S. coastal and ocean environments.

Objectives

- 1.1 Provide real-time and historical water level data and coastal oceanographic information required to effectively manage U.S. coastal areas including the Great Lakes.
- 1.2 Provide real-time and historical tide, current, and other coastal oceanographic information for hazardous spill prevention, response, and environmental assessment.
- 1.3 Monitor and assess sea level response to seasonal and long-term climate change in U.S. coastal regions.

Goal 2 _____
Hazards. Reduce the social, economic, and natural resource risks associated with natural hazards.

Objectives

- 2.1 Enhance Federal-state-local partnerships to improve coastal flood warning and assessment capabilities.
- 2.2 Provide timely and accurate storm surge and tidal flood information.
- 2.3 Provide the timely and accurate tsunami information.

Goal 3 _____
Navigation. Expand navigation products and services to respond to changing client needs and the greater transportation community.

Objectives

- 3.1 Increase the efficiency of the maritime industry and economic productivity of U.S. ports by providing real-time water level and current observations, predictions, and forecasts, and other coastal oceanographic information required for navigation safety.
- 3.2 Provide current, tide, and water level information required to maintain tide and current predictions and update nautical charts.

Continued

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- Goal 3** (CO-OPs, cont.) — 3.3 Through public/private partnerships, contribute to advances in the state-of-the-art of intermodal transportation planning.
- 3.4 Expand Electronic Chart Display and Information Systems, electronic charts, and emerging technologies by coordinating and establishing international standards for tides and other time varying objects.

Goal 4

Coastal communities. Increase coastal communities' ability to adapt to changing conditions, resulting in a balance of environmental and economic benefits.

Objectives

- 4.1 Provide tide and water level information and tidal datums for planning and continued development of the coastal community
- 4.2 Provide water level data and information for the accurate delineation of shoreline and marine boundaries.
- 4.3 Provide integrated coastal oceanographic products and services to coastal managers, planners, and decision makers.

Goal 5

Organization and culture. Evolve NOS towards a more inclusive corporate culture that is science-based and results-drive, service-oriented, responsive, and adaptive to change.

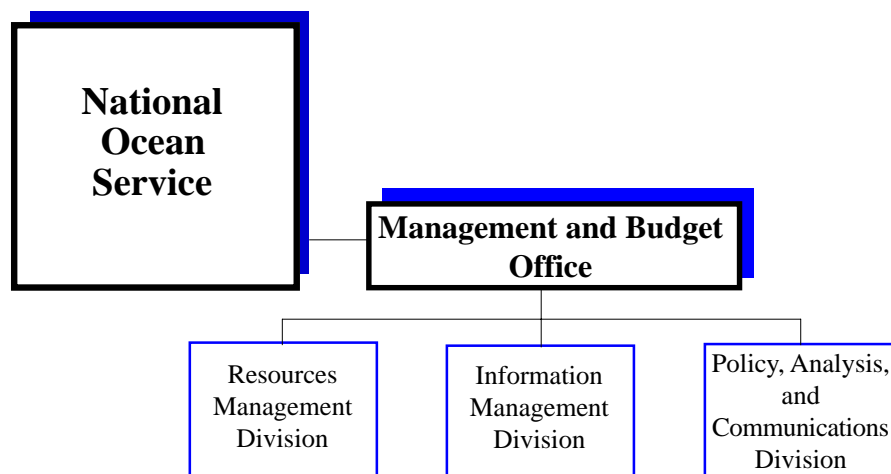
Objectives

- 5.1 Maintain and enhance scientific and technical expertise to support NOAA's coastal programs.
- 5.2 Establish formal partnerships with academia, private industry, and Federal, state and local governments to leverage limited resources and to create strategic synergies.
- 5.3 Ensure the availability, quality, and relevance of products and services for our customers.

Management & Budget Office: Introduction

The Management and Budget Office serves as the focal point for all NOS management and budget activities. The Office is responsible for overseeing day-to-day operations, establishing policies and procedures, and providing advice, support, and guidance to the Assistant Administrator, NOS program offices, and field installations. The Office advises the Assistant Administrator and Senior Management Council on NOS-wide operational goals and objectives, and is responsible for program evaluations. It also advises the Assistant Administrator and NOS program offices on the most effective and efficient use of resources. It coordinates all strategic planning and policy development efforts, ensuring that the appropriate internal and external stakeholders are involved, and manages all phases of the budget process. The Office advises and assists headquarters and field offices, and disseminates policies and regulations for a wide array of administrative processes and management activities (e.g., budget, facility management, environmental compliance, procurement, strategic planning, policy development, organizational development, human resources development, diversity, and IG and GAO audits).

The Office also manages NOS internal and external communications and outreach activities, and provides leadership in matters of information resource management (e.g., establishing NOS-wide policies, developing technical standards, coordinating security and network operations). The Office Director serves as the NOS Chief Financial Officer (CFO) and Chief Administrative Officer (CAO). The Policy, Analysis, and Communications Division serves as the focal point for policy development, strategic planning, program evaluation, budget formulation, and controlled correspondence within NOS, and for NOS constituent, communications, and outreach activities. The Resources Management Division serves as the primary point within NOS for managing and coordinating all administrative and financial activities. The Information Management Division provides advice and guidance in matters of information management for NOS headquarters as well as national initiatives, develops policies, standards, and national systems, and operates national information management systems and networks.



Management & Budget Office

Vision, Mission, Goals & Objectives

Vision _____ NOS will be the most effective, innovative, and well-managed agency in NOAA and DOC—a model to influence positive change in government.

Mission _____ To provide the highest quality management services and program support to accomplish NOS' coastal stewardship mission and goals.

Goal 1 _____ **Objectives**

Strategic Planning and Analysis. Further NOS' leadership role in coastal stewardship through effective policy, planning, and program evaluation activities.

- 1.1 Coordinate and provide advice on the development of goals, objectives, priorities, and the plans necessary to achieve NOS' mission.
- 1.2 Initiate and direct analyses for program decisions and evaluate mission effectiveness.
- 1.3 Ensure high quality policy review of all policy-related reports, proposals, audits, and legislative documents.

Goal 2 _____ **Objectives**

Budget and Legislation. Ensure NOS' budgetary and legislative agenda are effectively formulated, advocated, and executed.

- 2.1 Coordinate with NOS leadership, programs and other NOAA components in the identification and development of NOS legislative priorities.
- 2.1 Design and implement the corporate process for legislative procedures, policy development, and outreach.
- 2.3 Coordinate the annual budget formulation, submission, and appropriations process.
- 2.4 Develop and implement budget formulation policy and strategy.
- 2.5 Provide effective direction and support to ensure fiscally sound budget execution and financial management practices.

Goal 3 _____ **Objectives**

Communications. Promote NOS' leadership role and responsibilities in navigation services and coastal science and management through strategic communications.

- 3.1 Create and use a communications network that supports enactment of the NOS legislative and budget priorities.
- 3.2 Obtain support of key NOS constituents and partners, and NOAA / DOC regarding NOS' mission.

Continued

Goal 3 (*MB, cont.*)

- 3.3 Increase awareness among a wider group of stakeholders regarding the NOS' coastal stewardship mission and role.
- 3.4 Reach all NOS employees to enhance their understanding of NOS, their contribution to the NOS' mission, and the potential for program interrelations.

Goal 4

*Organization and Culture.
Provide effective guidance and support to ensure an inclusive workplace which empowers all employees to reach their full potential.*

Objectives

- 4.1 Create a work environment of supportive systems, policies, and practices, which ensures that all employees have the opportunity to successfully contribute to the NOS mission.
- 4.2 Increase employee involvement in development programs and prepare management for new paradigm thinking to align and develop skills and competencies for future agency direction.
- 4.3 Increase the effectiveness of human resources activities through proactive involvement with program and staff directors, staff and other customers.

Goal 5

*Information Management.
Provide leadership in organizationwide information management activities.*

Objectives

- 5.1 Provide policy guidance and direction for management and implementation of information systems.
- 5.2 Ensure that NOS information management goals and objectives are represented at NOAA, DOC and other governmental and non-governmental groups.
- 5.3 Create an environment of sharing and collaboration among the staff and program offices to facilitate implementation of innovative technical solutions to accomplish mission objectives.

Goal 6

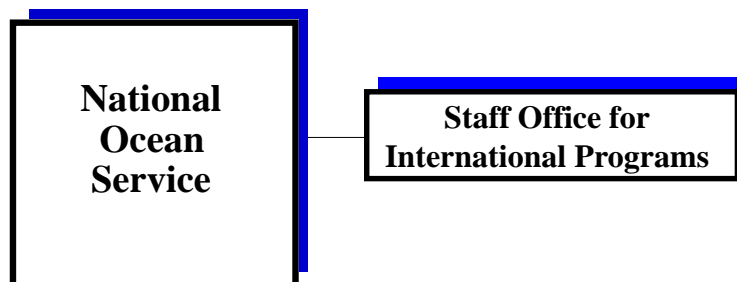
Operational Support. Achieve maximum efficiency in the operational activities of NOS programs through guidance, support and policy development.

Objectives

- 6.1 Coordinate policy development, provide guidance, and monitor property, facility, and environmental compliance to ensure full integration of these activities in day-to-day operations.
- 6.2 Provide policy and guidance to facilitate procurement and grant processes and ensure compliance with regulations.
- 6.3 Provide effective, efficient technical support to NOS.

Staff Office for International Programs: Introduction

The International Program Office (IPO) provides a single focal point for NOS-wide international activities and coordinates activities between NOS and national and international governmental agencies, nongovernmental organizations, and donor organizations. In addition, the IPO office: (1) provides a forum for exchanging ideas and new proposals; (2) supports the international interests and responsibilities of the NOS Assistant Administrator and Program Offices; (3) provides a bridge among NOS, its Program Offices, and the international coastal stewardship community; and (4) provides new incentives to NOS Program Offices for active participation in international activities. The International Program Office is a staff office reporting directly to the Assistant Administrator of the National Ocean Service.



International Programs Office

Vision, Mission, Goals & Objectives

Vision _____ To build and sustain capacities for global coastal and marine stewardship through effective international partnerships.

Mission _____ To serve as a focal point for NOS international activities; provide a forum for exchanging ideas and new proposals; support the international interests and responsibilities of the NOS Assistant Administrator and Program Offices; provide a bridge among NOS, its Program Offices, and the international coastal stewardship community; and provide new incentives to NOS Program Offices for active participation in international activities.

Goal 1 _____
Habitat. Improve international capacities to protect, conserve and restore habitat.

Objectives

- 1.1 Implement the Global Program of Action on Protection of the Marine Environment from Land-based Activities through activities of the NAFTA Commission on Environmental Cooperation, the Asia-Pacific Economic Cooperation (APEC) Working Group on Marine Resource Conservation, and UNEP's Regional Coordinating Unit for the Wider Caribbean
- 1.2 Implement US international responsibilities under the International Coral Reef Initiative (ICRI) and the President's Executive Order on Coral Reef Protection;
- 1.3 Lead the planning and implementation of habitat restoration activities under the Coastal Environmental Science and Technology Panel of the US Japan Cooperative Program on Natural Resources (UJNR), including iCommon Agenda's cooperation on oil spill response (see also Objective 3.1)
- 1.4 Lead the planning and implementation of integrated coastal management activities under the US-China Bilateral Marine Science and Technology Agreement
- 1.5 Lead the planning and implementation of bilateral activities on environmental sciences capacity building and marine protected area management under the US-South Africa Bilateral Commission.

Goal 2 _____
Hazards. Improve international capacities to reduce impacts from natural disasters.

Objectives

- 2.1 Increase NOS participation in international coastal hazards activities including co-chairing the international conference on Coastal Natural Resource Risk Reduction in Beijing, China, as a follow up to the Clinton-Jiang Summit

Continued

Goal 2 *(IP, cont.)*

- 2.2 Support international development of the coastal monitoring component of the Global Ocean Observing System (GOOS) through the Intergovernmental Oceanographic Commission (IOC) (also related to all other goals).

Goal 3

Navigation. Ensure safe, efficient, and environmentally sound maritime navigation in US waters and beyond.

Objectives

- 3.1 Support the Coast Survey in its efforts to standardize international marine information products with the Intergovernmental Maritime Organization (IMO) and the International Hydrographic Organization (IHO)

Goal 4

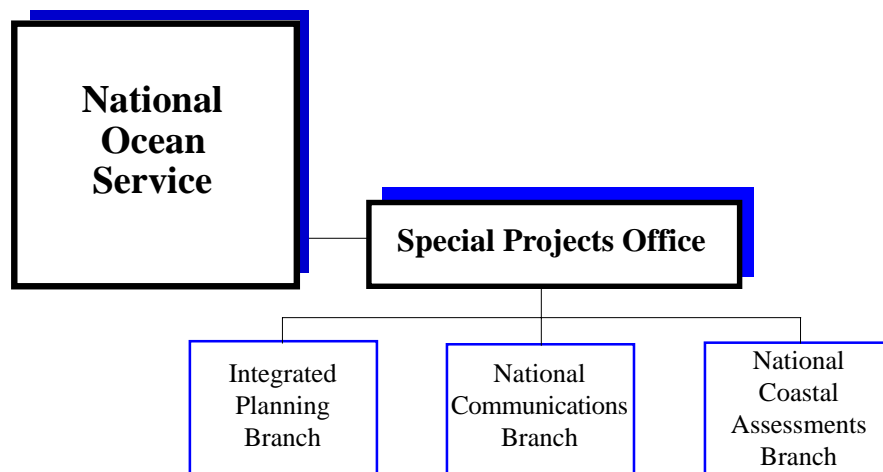
Climate change. Enhance international capacities to mitigate the impacts of climate change.

Objectives

- 4.1 Actively participate in the preparation of coastal adaptation strategies for the Third Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)
- 4.2 Develop the capacity to adapt to the effects of climate change in the Caribbean region in partnership with the Organization of American States (OAS) to implement the action program of the UN Conference of Small Island Developing States (SIDS) and the Bolivia Summit on Sustainable Development.

Special Projects Office: Introduction

Special Projects is a staff office reporting directly to the Assistant Administrator of the National Ocean Service. It was created in 1997 as part of an effort to strengthen NOS's focus on a mission of coastal stewardship. It employs approximately 35 professionals who come from the former Strategic Environmental Assessments Division and have a wide range of backgrounds and experience in such fields as marine science, environmental engineering, estuarine ecology, geography, computer mapping, resource economics, multimedia and communication arts, and integrated planning and assessment. A primary objective of Special Projects is to provide expertise, products and services that will assist NOS in designing and implementing an effective program of coastal stewardship throughout the agency. This effort includes exploring ways to leverage the agency's considerable expertise into a force that more directly supports and influences the sound management and protection of coastal areas. Special Projects is in a unique position to bridge the gap between NOS scientific efforts and coastal management policy issues. The goal of Special Projects is to increase the effectiveness of coastal management in the United States, thereby ensuring continued economic prosperity and environmental well-being throughout the nation's coastal regions.



Special Projects Office

Vision, Mission, Goals & Objectives

Vision _____ A unified, integrated, and cohesive NOS that promotes stewardship through active partnerships with the full community of coastal stewards, nationally and internationally.

Mission _____ To enhance the NOS coastal stewardship mission by providing NOS and its partners with integrated approaches to planning and management, a national assessment capability complementary with other NOS programs, and an innovative program of information synthesis and dissemination.

Goal 1 _____
Collaboratively plan and implement effective activities to support stewardship with NOS and its partners

Objectives

- 1.1 Assist NOS and its partners in addressing broad, multidisciplinary and multijurisdictional concerns.
- 1.2 Increase the capacity of NOS and its partners to conduct integrated planning and management.
- 1.3 Promote the sharing of collective experiences on integrated approaches to stewardship.
- 1.4 Identify NOS partnership opportunities that will enhance the NOS stewardship mission.

Goal 2 _____
Provide a framework for improved national and regional decisions affecting coastal stewardship

Objectives

- 2.1 Build a comprehensive foundation for nationwide assessments of important coastal issues.
- 2.2 Engage NOS and its partners in collaborative assessments to support coastal stewardship issues of national concern.
- 2.3 Ensure acceptance and promote use of assessment results by the stewardship community.

Goal 3 _____
Participate in collaborative stewardship initiatives for the 21st century

Objectives

- 3.1 Establish an ongoing National Dialogue process with NOS and its partners.
- 3.2 Engage the full range of partners, stakeholders and customers in the National Dialogue process.
- 3.3 Promote collaborative stewardship initiatives by identifying and evaluating critical problems and solutions.

Goal 4

Expand an actively engaged and informed community of coastal stewards

Objectives

- 4.1 Develop/maintain internet sites that provide synthesis products, expert commentary and interactive exchange on major coastal issues.
- 4.2 Improve access /delivery of NOS products through NOS partnerships on internet portal sites.
- 4.3 Develop innovative information products and delivery systems (i.e., CD-ROMs, video, multimedia) relevant to important coastal concerns.
- 4.4 Provide consultative and support services to NOS and its partners for development of communication products.

Goal 5

Increase NOS responsiveness to emerging issues and opportunities that advance coastal stewardship

Objectives

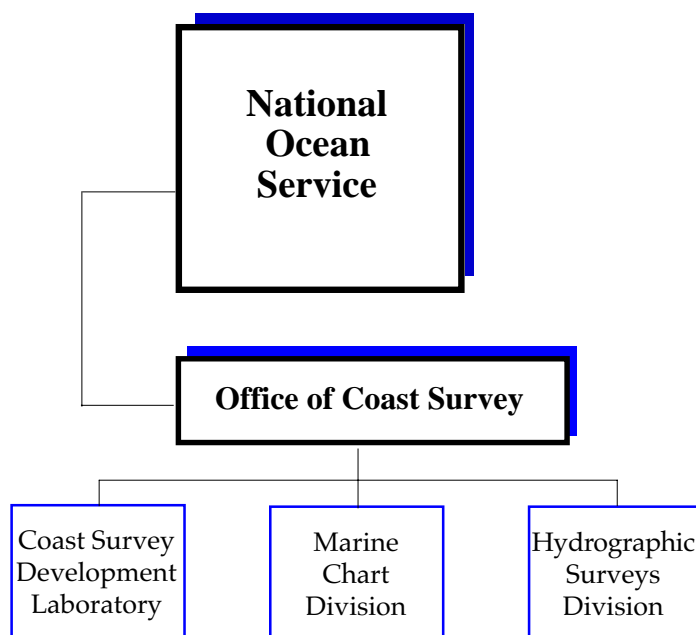
- 5.1 Expand the NOS capability to anticipate and act on emerging issues and opportunities.
- 5.2 Provide timely project development support to NOS and its partners in initial stages of stewardship activities.
- 5.3 Provide timely consultative services to assist NOS and its partners in resolving implementation problems for priority stewardship activities.

Office of Coast Survey: Introduction

The Office of Coast Survey is the nation's nautical chartmaker. Signed into existence by President Thomas Jefferson in 1807, the Coast Survey is the oldest U.S. scientific organization and has a long history of supporting marine commerce—the nation's economic lifeblood. Today, it continues to promote safe navigation by collecting, managing and compiling the data and information necessary to maintain the national suite of nautical charts and related information. These products support commercial shipping, the fishing industry, U.S. Naval and Coast Guard operations, state and local governments, and recreational boaters throughout the United States. Nautical charts and related publications such as the Coast Pilot are the most fundamental tools for safe and efficient marine

navigation. They also contribute significantly to the safety of life and property while supporting economic growth and protecting the coastal environment.

The specific activities of the Coast Survey include maintaining and improving the national suite of 1,000 nautical charts, conducting and processing marine hydrographic (sounding) surveys, evaluating other source data, and applying these data to nautical charts. In addition, Coast Survey develops survey specifications and directs the field programs carried out by ship- and shore-based survey units and contractors. The Office also carries out technological development activities to improve the efficiency and productivity of data collection, chart compilation, and chart production.



Coast Survey

Vision, Mission, Goals & Objectives

Vision ————— People have the right information to navigate and manage the nation's waterways.

Mission ————— Provide the national suite of nautical charting products, services, and base data sets for Marine Navigation and Coastal Stewardship.

Goal 1 —————
Deliver world class, value-added products and services that provide 100% customer satisfaction.

Objectives

- 1.1 Lead the world hydrographic community in delivering accurate, near real-time electronic products.
- 1.2 Develop and maintain a comprehensive database of marine geographic information that supports multiple products on demand.
- 1.3 Fulfill customer expectations for accurate and accessible products and services.

Goal 2 —————
Maintain world-class, state-of-the-art capability to respond quickly and cost effectively to customer demands.

Objectives

- 2.1 Stimulate development of needed technologies while optimizing use of off-the-shelf technologies.
- 2.2 Expand public-private partnerships.
- 2.3 Continue to decrease time from data acquisition to product delivery.
- 2.4 Increase capability to meet changing user needs without "retooling."

Goal 3 —————
Maintain a highly skilled, motivated, creative, and diverse workforce.*

Objectives

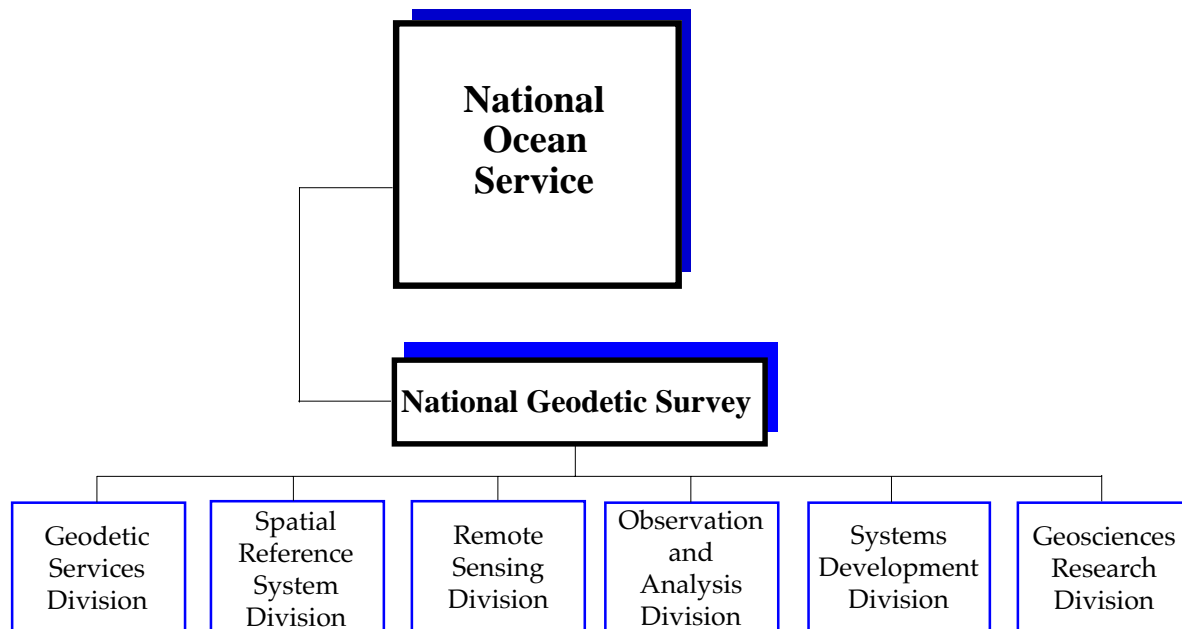
- 3.1 Increase the breadth and depth of in-house expertise.
- 3.2 Ensure the right skill mix through a combination of internal and external staffing.
- 3.3 Foster a workplace climate that encourages and values initiative, risk taking, innovation, and the diverse backgrounds and experiences of the workforce*.
- 3.4 Expand our leadership role in the international hydrographic community.

* Italics respond to NOS 1998 Retreat Input.

* Italics respond to NOS 1998 Retreat Input.

Office of National Geodetic Survey: Introduction

The National Geodetic Survey (NGS) develops and maintains the National Spatial Reference System (NSRS) using advanced geodetic, photogrammetric, and remote sensing techniques. NSRS is a consistent national coordinate system that defines latitude, longitude, height, scale, gravity, and orientation, and how these values change with time, across the United States. This information is essential to support public safety, coastal stewardship, economic prosperity, and environmental well-being. It ensures the reliability of transportation, navigation, communication, defense systems, boundary and property surveys, land record systems, mapping and charting, public utilities, coastal zone management, natural resource mapping, and a multitude of scientific and engineering applications. NGS also conducts the coastal mapping program, which includes surveying the U.S. coastline and providing precise positions of the shoreline and other features. NGS is responsible for the photogrammetric mapping of all U.S. coastal regions, including the Great Lakes and U.S. territories. NGS provides information needed for safe air transportation, including information used to develop instrument approach and departure procedures and to investigate aircraft accidents. NGS also provides federal leadership in developing specifications and standards for conducting geodetic surveys, coordinates the development and application of new surveying instrumentation and procedures, and assists state, county, and municipal agencies through a variety of cooperative programs.



National Geodetic Survey

Vision, Mission, Goals & Objectives

Vision ————— Everyone is able to know where they are and where other things are... anytime, anyplace.

Mission ————— To deliver and evolve the Nation's foundation of reference for latitude, longitude, height, velocity, shoreline, and gravity throughout the United States with consistency, accuracy, timeliness, currency, and easy access to support public safety, coastal stewardship, economic prosperity, and environmental well being.

Goal 1 ————— **Objectives**

National Spatial Reference

System Delivery and Evolution

1.1 Delivery: Increase the reliability, accessibility, availability and accuracy of the National Spatial Reference System (NSRS).

1.1.1 Monitor NSRS (results: latitude, longitude, height, velocity, shoreline, gravity, along with temporal changes and data accuracy estimates).

1.1.2 Update standards and specifications (results: accessibility, availability, accuracy, and consistency).

1.1.3 Accelerate the completion of survey projects (results: access and timeliness).

1.1.4 Disseminate data and information in the most customer-responsive and least costly manner.

1.2 Evolution: Evolve the National Spatial Reference System to respond to the changing environment and user needs.

1.2.1 Increase efficiencies and accuracy with innovative technology application.

1.2.2 Broaden the applications for nontraditional users to achieve economic gains.

1.2.3 Implement height modernization (results: accuracy, consistency, timeliness, and efficiency).

1.2.4 Expand Continuously Operating Reference Stations (CORS) nationwide.

1.2.5 Complete and update the national shoreline.

1.2.6 Improve observations and models for determination of velocities.

1.2.7 Assess new remote sensing technologies in response to customer needs.

Goal 2

*Customers and partners.
Optimize relationships to meet
evolving needs and changing
requirements.*

Objectives

- 2.1 Understand and anticipate customer needs.
 - 2.1.1 Implement mechanism for communications and feedback from customers and end users.
 - 2.1.2 Expand customer base beyond traditional users.
 - 2.1.3 Promote one stop shopping for NOS customers.
 - 2.1.4 Deliver standards, specifications, data, and information with customer efficiency objectives.
 - 2.1.5 Enable customers to efficiently use geodetic products and techniques.
- 2.2 External partners: Enhance partnerships to increase transferability of geodetic tools, methods, techniques, and technologies.
 - 2.2.1 Increase support for State Advisor program to include coverage for all coastal states.
 - 2.2.2 Expand Advisor role for NOS integration.
 - 2.2.3 Optimize synergies with Federal partners.
 - 2.2.4 Expand Advisor role for community based geodesy to better support state and local geographic information systems.
 - 2.2.5 Increase linkages with professional and industry groups.
- 2.6 Increase dissemination and application of standards, specifications, and guidelines.
- 2.7 Initiate intra-NOS synergies.
- 2.8 Enable users to efficiently work with their own leveling data.

Goal 3

*Technical Leadership/
Development and Applications.
Achieve world- class leadership
in the use and innovative
techniques and application of
geodetic science, remote
sensing, and precise positioning.*

Objectives

- 3.1 Expand Global Positioning System (GPS) applications to height modernization and beyond.
- 3.2 Enhance air, land, marine transportation safety and efficiencies.
- 3.3 Expand remote sensing and photogrammetry applications in the coastal environment.

Continued

Goal 3 (*NGS, cont.*)

3.4 Increase influence on world standards and spatial infrastructure.

3.4.1 Enhance participation in international forums, groups, and organizations.

3.4.2 Coordinate with NOS International office.

3.5 Influence national and international policy development.

3.6 Increase publication of professional papers.

Goal 4

*Workforce and infrastructure.
Enable NGS to be responsive to
everchanging environments
and customer requirements.*

Objectives

4.1 Increase advocacy for NGS programs (internal/external)

4.1.1 Raise intra-DOC/NOAA/NOS appreciation for NGS programs, products, and services.

4.1.2 Expand traditional and nontraditional users' knowledge of the NGS.

4.2 Increase workforce efficiency and responsiveness to change.

4.2.1 Refine NGS core capabilities.

4.2.2 Retrain, develop, or recruit in line with core capabilities.

4.2.3 Augment NGS workforce with contractor support.

4.3 Maintain technical expertise necessary for world leadership.

4.3.1 Training/development

4.3.2 Succession Plan

4.3.2.1 Consider alternative approaches for ensuring the suite of capabilities (CRADA contract, grants, and co-ops).

4.4 Evolve an NGS culture which values teamwork, diversity, and horizontal integration within NGS and across NOS.

4.4.1 Executive Steering Committee.

4.5 Align the organization structure, processes, staff, and supporting resources to reflect strategic direction.

4.5.1 Utilize private sector capabilities.

4.5.1.1 Implement an in-house contract management capability.

Continued

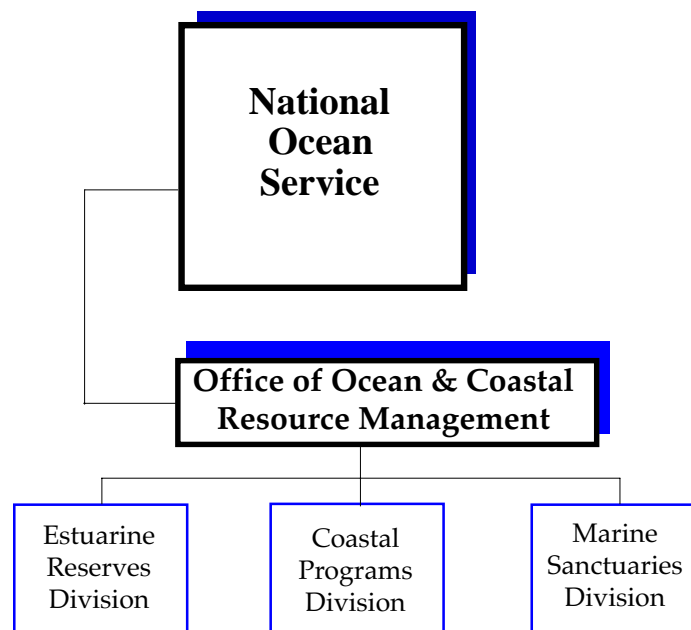
Goal 4 (*NGS, cont.*) _____

- 4.5.2 Secure marketing, communications, and outreach capabilities.
- 4.5.3 Explore creative alternatives for staffing (IPA, contractors, and students).
- 4.5.4 Enhance the information and technology software and hardware infrastructure.

Office of Ocean and Coastal Resource Management: Introduction

The nation's coastal and ocean areas represent its most ecologically and economically important regions. Congress recognized this in 1972 when it passed the Coastal Zone Management Act (CZMA) and the National Marine Sanctuaries Act (NMSA). The CZMA created a partnership between the NOS Office of Ocean and Coastal Resource Management (OCRM) and state and territorial governments. Day-to-day management decisions are made at the state level in 32 state Coastal Zone Management Programs (33 by December 1998) and 22 individual National Estuarine Research Reserves (NERRS). At each of the 12 National Marine Sanctuaries, OCRM field staff make day-to-day decisions. Although all three of these programs manage and protect coastal resources, the legal authorities, on-site management and functions are somewhat different. While these differences can be significant, each program is a critical component of an overall national system of special people and places. Although much of the focus is on land and water uses near the shore, for certain purposes these programs can extend inland to include watersheds (CZM), and seaward to the limits of the Exclusive Economic Zone (EEZ) (Marine Sanctuaries).

OCRM has direct on-site management responsibility in a system of 12 U.S. marine protected areas encompassing nearly 19,000 square miles of marine resources and habitat. Mandated by the NMSA, the National Marine Sanctuary system protects and manages significant components of the nation's natural and historical marine legacy. The NERRS are a system of 22 estuarine field sites operated in partnership with OCRM and coastal states and territories. Created by the CZMA, this system protects coastal resources, provides a network of laboratories for investigation of coastal processes, and provides critical management information to coastal decision-makers. The Coastal Zone Management Program is jointly implemented by OCRM and the participating coastal states and territories. The programs are carried out through state laws that are consistent with national guidelines set by NOAA. The authorization for this program, the CZMA, aims to balance competing demands on coastal land and water resources within the coastal zone, such as habitat protection, coastal hazard mitigation, public access, and development. Toward this aim, the programs seek results that provide the greatest overall benefit for coastal and ocean resources.



Ocean and Coastal Resource Management

Vision, Mission, Goals & Objectives

Vision _____ A national system of people and places that protect and manage coastal and ocean resources and enable others to do the same.

Mission _____ Effective management of multiple uses of the nation's coastal and ocean resources:

- protecting and conserving specially designated areas;
- working with partners at all levels;
- balancing economic, environmental, and cultural objectives;
- adapting the system to changing conditions and needs;
- enabling others to practice coastal stewardship; and
- promoting science-based resource management decisions.

Goal 1 _____ **Objectives**

National Coastal and Ocean Management System. Adapt the system to effectively manage and respond to changing conditions and evolving customer needs.

- 1.1 Increase overall system performance, capabilities, efficiency, and responsiveness.
 - 1.1.1 Improve OCRM's performance in resource protection and management.
 - 1.1.2 Enhance information, technology, and tools for coastal stewardship; e.g., expand the use of technology for coastal and ocean management; increase the availability of resource inventory and national trend information; enhance the ability to measure changes and knowledge about necessary actions; increase economic valuation information for decision-making.
 - 1.1.3 Reduce red tape and delays associated with approvals, plans, permits, evaluations, designations, and grants; improve "one stop shopping " for NOS services.
 - 1.1.4 Increase the ease and speed of system information access and dissemination.
 - 1.1.5 Complete all site designations and program approvals in progress, but strengthen the foundation of the Marine Sanctuary and NERR systems before expanding beyond those sites in progress.
 - 1.1.6 Define the quality, scope, and appropriateness of system growth.
- 1.2 Enhance knowledge and recognition of the national system.
 - 1.2.1 Improve strategic communications (internal and external).
 - 1.2.2 Better utilize system partners to build awareness about the system.

-
- Goal 1** (OCRM, *cont.*) _____ 1.3 Strengthen the breadth and depth of advocacy and participation in the system.
- 1.3.1 Influence the formulation of coastal and ocean policy and agendas.
 - 1.3.2 Broaden constituencies and seek untraditional, high-potential partners.
 - 1.3.3 Enhance participants' abilities to effectively network with each other.
 - 1.3.4 Strengthen incentives to participate in the system.

Goal 2 _____ **Objectives**

*Coastal and Ocean Ecosystems.
Increase the long-term health
and economic viability of
coastal and ocean resources.*

- 2.1 Protect and improve coastal and ocean habitats and biodiversity.
 - 2.1.1 Increase focused learning efforts with SeaGrant, NURP, NMFS, and others (e.g., aquaculture, Essential Fish Habitat).
 - 2.1.2 Expand high potential cooperative efforts focused on long-term conservation of coastal and estuarine ecosystems.
 - 2.1.3 Increase assessment and restoration capabilities.
 - 2.1.4 Decrease polluted runoff and other contaminant sources.
 - 2.1.5 Improve technical capabilities to address water quality problems.
- 2.2 Strengthen approaches to change human behavior to protect marine resources.
 - 2.2.1 Increase focused education programs.

Goal 3 _____ **Objectives**

*Coastal and Ocean Communities.
Partner with and enable communities to manage for balanced environmental, economic, and cultural well-being.*

- 3.1 Enhance community-based stewardship.
 - 3.1.1. Enhance the ability to be proactive.
- 3.2 Reduce threats and losses to life and property.
 - 3.2.1 Increase awareness of coastal hazard threats.
 - 3.2.2 Reduce development in hazardous areas.
 - 3.2.3 Enhance mitigation planning capabilities of partners.

Continued

Goal 3 (OCRM, cont.) *Coastal and Ocean Communities. Partner with and enable communities to manage for balanced environmental, economic, and cultural well-being.*

- 3.3 Increase the economic viability of coastal and ocean communities.
 - 3.3.1 Increase recreational use opportunities through public access.
 - 3.3.2 Enhance port capabilities.
 - 3.3.3 Increase the economic utility of America's waterfronts.
 - 3.3.4 Increase information to support nature-based tourism.

Goal 4 Objectives

OCRM Infrastructure. Evolve the organization and culture to be highly responsive to change, service-focused, results-based, proactive, strategic, and integrated through teamwork.

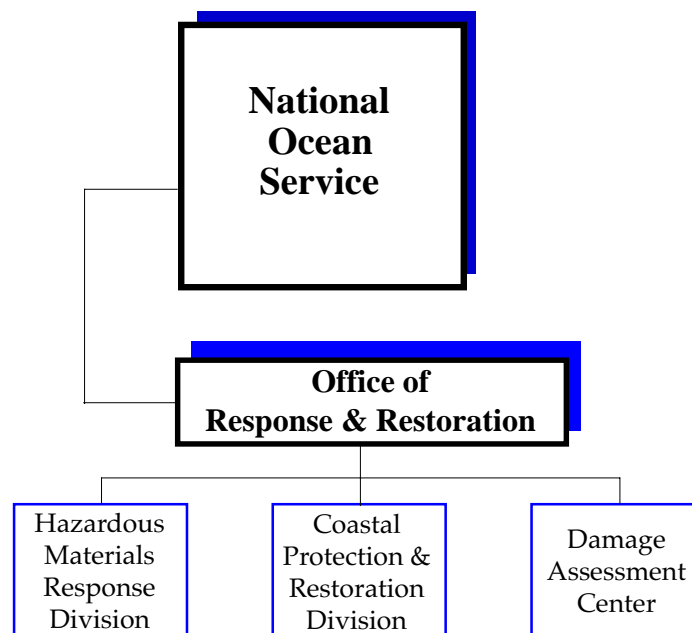
- 4.1 Transform OCRM programs into an integrated system.
 - 4.1.1 Implement mechanisms for working corporately (e.g., Operating Council, issue teams).
 - 4.1.2 Increase incentives to perform across divisions.
- 4.2 Expand the depth, diversity, and connection to the mission for the OCRM workforce.
 - 4.2.1 Increase entry-level opportunities at OCRM.
 - 4.2.2 Utilize the national system for development opportunities.
 - 4.2.3 Increase opportunities for hands-on, stewardship-related experiences.
 - 4.2.4 Enhance recognition of employees.
- 4.3 Improve results-based performance for the organization and individuals.
 - 4.3.1 Increase accountability for results at OCRM.
- 4.4 Increase capabilities and efficiencies for information management, technical, and administrative support.
 - 4.4.1 Strengthen support for actions at OCRM.
- 4.5 Increase integration with the NOAA /NOS suite of products, services, and capabilities to address coastal and ocean management challenges.
 - 4.5.1 Enhance linkages to all sectors of NOS, e.g., participate in appropriate NOS international projects.

Office of Response and Restoration: Introduction

The Office of Response and Restoration addresses the full range of responsibilities delegated to the National Oceanic and Atmospheric Administration by the Department of Commerce for preventing and mitigating risks to coastal habitats and resources from oil and hazardous materials releases. It is the focal point within NOAA for responding to oil and hazardous materials releases and provides the primary scientific support to the lead cleanup entity (known as the “Unified Command”) for spills occurring in U.S. coastal and navigable waters. The Office provides training, prepares and tests contingency plans, and conducts research to improve the Nation’s capabilities to respond more effectively to spill events. The Office has been delegated trustee responsibilities assigned to the Secretary of Commerce under the Clean Water Act, the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), and the Oil Pollution Act (OPA) of 1990.

The Hazardous Materials Response Division (HazMat) consists of an interdisciplinary scientific team that responds to oil and chemical spills in U.S. waters. This team provides and coordinates critical advice on science and natural resource issues to the Unified Command. The

Division forecasts the movement and behavior of spilled oil or chemicals, evaluates the risk to resources, and recommends protection priorities and appropriate cleanup actions. The Coastal Protection and Restoration Division implements the Secretary of Commerce’s natural resource trusteeship by protecting and restoring coastal habitats and resources affected by hazardous materials releases. This team works with the U.S. Environmental Protection Agency, other lead waste cleanup agencies and responsible parties through the CERCLA remedial process to insure that selected remedies are protective and that appropriate measures are implemented to restore NOAA trust resources. The Damage Assessment Center also implements the Secretary of Commerce’s trustee responsibilities by carrying out natural resource damage assessments for releases of oil and hazardous substances. The Center has primary responsibility for maintaining the natural resource damage assessment regulations under OPA and for providing guidance to pursuing damage assessments under these regulations. The Center’s scientists and economists provide the technical foundation for these assessments and work with other trustees and responsible parties to restore injured resources.



Office of Response and Restoration

Vision, Mission, Goals & Objectives

Vision

NOAA trust resources are preserved for future generations because NOS prevents, mitigates, and restores harm caused by environmental threats to coastal and ocean ecosystems.

Mission

To protect and restore coastal resources by responding to environmental threats through the application of science and technology.

Goal 1

Prevention, preparedness, and response. Reduce risks to coastal habitats and resources from oil spills, hazardous material releases, and other environmental threats.

Objectives

- 1.1 Maintain a highly prepared response team that coordinates on-scene scientific activities and provides scientific support for operational decisions during oil spills, hazardous material releases, and other environmental threats.
- 1.2 Coordinate scientific input and provide expertise to develop elements of contingency plans and drills that identify the most beneficial actions to take during emergency response activities.
- 1.3 Provide leadership at regional and local levels in identifying and characterizing risks to coastal resources and improving prevention, preparedness, and response through public-private partnerships and a cross-NOS regional approach.

Goal 2

Protection. Enhance the protection of coastal habitats and resources at risk from oil spills, hazardous material releases, and other environmental threats.

Objectives

- 2.1 Assess the severity of environmental risk posed by hazardous waste sites and other specific pollution problems and develop effective and relevant solutions by providing leadership and technical expertise.
- 2.2 Identify, prioritize, and characterize potential injuries to coastal resources and habitats that may be threatened by hazardous waste sites and other contaminant problems in coordination with state and federal response and co-trustee agencies.
- 2.3 Develop and promote remedial and mitigative actions, through close coordination with response agencies, that protect and enhance recovery of coastal resources and habitats.
- 2.4 Undertake trustee-initiated cleanup actions as authorized under CERCLA Section 106.
- 2.5 Develop and promote long-term monitoring strategies and evaluate effectiveness of cleanup and mitigation actions to ensure protection of coastal resources and habitats.

Goal 3

Restoration. Restore coastal habitats and resources injured by releases of oil, hazardous materials, and other environmental insults by pursuing appropriate legal actions and recovering compensation from parties responsible for the injury.

Objectives

- 3.1. Maintain and deploy a rapid assessment capability to secure ephemeral data and samples needed to support natural resource damage assessments for oil spills and releases of hazardous materials.
- 3.2. Achieve comprehensive negotiated settlements that provide protection and restoration of coastal resources by working closely with response agencies, co-trustees, and responsible parties.
- 3.3. Conduct natural-resource damage assessments to recover funds from those responsible for oil spills and hazardous material releases to restore NOAA trust resources.
- 3.4. Improve NOAA's habitat restoration activities through better regional planning with interested parties and better monitoring of the efficacy of restoration activities.

Goal 4

Knowledge. Improve the knowledge base and ability to respond to oil spills, hazardous materials releases, and other environmental threats in coastal environments through research, development, and technology transfer.

Objectives

- 4.1. Conduct research and monitoring projects to investigate the physical, biological, and chemical processes relevant to coastal pollution, and the environmental consequences of mitigation techniques, spill countermeasures, and remedial and restoration activities at spills and waste sites.
- 4.2. Develop and evaluate environmental investigation strategies and bioassessment techniques to better characterize potential injuries to coastal resources and habitats.
- 4.3. Improve theoretical and field techniques to obtain and evaluate data on pollutant distribution and behavior.
- 4.4. Develop and apply value-added products derived from NOS navigation programs and other NOAA activities for spill prevention and response and coastal resource management.
- 4.5. Provide leadership, prepare guidance, enhance methods, and develop techniques for restoring NOAA trust resources.

Goal 5

Strategy. Enhance NOS capabilities and those of its clients to use complex information intelligently to support planning and response to environmental threats and restoration of injured resources and habitats.

Objectives

- 5.1. Develop algorithms, databases and mapping systems that support assessment and response and allow simple access to complex information.
- 5.2. Apply national expertise locally and regionally through integrated support for NOS clients.

Continued

Goal 5 (ORR, cont.)

- 5.3 Develop and deploy technical tools in partnership with other organizations to support more rapid decision-making.
- 5.4 Provide guidance, conduct training, and support technology transfer to NOS clients for prevention, preparedness, response, and restoration.
- 5.5 Work locally and regionally to promote NOAA's coastal stewardship mission through integrated support for NOS clients.

Goal 6

Infrastructure. Adapt the OR&R organization to support accomplishment of its mission within the changing environment.

Objectives

- 6.1 Maintain a cadre of in-house technical expertise to apply and transfer experience to existing and new environments.
 - 6.1.1 Provide training and other employee development opportunities to increase staff and Office performance.
 - 6.1.2 Strengthen application of diversity principles in the workforce.
 - 6.1.3 Provide opportunities for employees to participate and guide Office directions.
- 6.2 Secure adequate funding for all OR&R programs.
- 6.3 Provide sufficient facilities and equipment to support programmatic requirements.
- 6.4 Maintain effective information management and communications both within and external to OR & R, including strong marketing and outreach programs, to efficiently support programmatic requirements.
- 6.5 Promote partnerships at all levels, both within and external to NOAA, to achieve programmatic goals.
- 6.6 Leverage new legislative opportunities to support the effectiveness of OR&R programs.
- 6.7 Implement efficient cost-documentation processes, tools, and methods that meet the requirements of NOAA and other agencies, as appropriate.

National Centers for Coastal Ocean Science: Introduction

The National Centers for Coastal Ocean Science (NCCOS) conduct and support research, monitoring, assessment, and technical assistance for the range of NOAA's coastal missions. NCCOS is comprised of five individual Centers:

The Center for Sponsored Coastal Ocean Research contains the Coastal Ocean Program and manages NOAA's involvement in the National Oceanographic Partnership Program. Research in these programs will focus on coastal ecosystem oceanography, cumulative coastal impacts, coastal forecasting, natural hazards, harmful algal blooms, coastal and ocean observation and prediction, data access and delivery, and marine education.

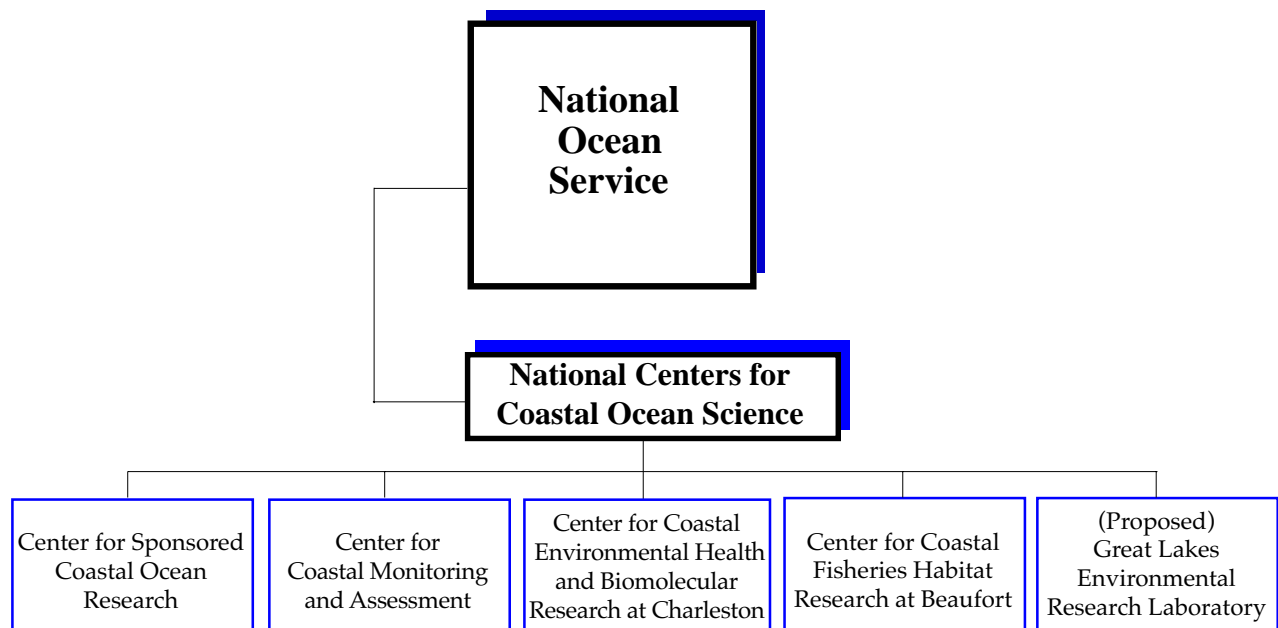
The Center for Coastal Monitoring and Assessment provides long-term measurements at a network of core index sites (including NOAA's marine protected areas), and is augmented by a network of sites in partnership with marine labs and universities. The monitoring programs will build on the existing National Status and Trends Program for marine environmental quality and its Mussel Watch Project. The Center is also developing thematic, regional, watershed, and national assessments.

The Center for Coastal Environmental Health and Biomolecular Research at Charleston, South Carolina, provides scientific information required to resolve important issues related to the health of coastal ecosystems. Major research activities include developing methods to detect marine toxins and harmful algal blooms; developing techniques for field assessment of environmental quality and coastal ecosystem health; establishing links

between land use and the presence of chemical contaminants in the marine environment; and developing molecular genetic characterizations of fish and shellfish to improve species and stock differentiation. The Oxford Cooperative Lab, affiliated with Charleston, specializes in shellfish pathology and habitat restoration research.

The Center for Coastal Fisheries Habitat Research at Beaufort, North Carolina, is studying the biological productivity of estuaries and ocean ecosystems to enhance recreational and commercial fishery resources. Major activities at the Center include developing habitat restoration methods based on current knowledge of ecological processes; analyzing Atlantic and Gulf of Mexico fisheries to determine species' responses to various rates of fishing; and developing descriptions of biological productivity and contaminant cycling in the southeast and Gulf.

The Great Lakes Environmental Research Laboratory (GLERL), located in Ann Arbor, Michigan, is proposed to join NCCOS, and includes the Muskegon Field Station. GLERL conducts integrated, interdisciplinary environmental research in support of resource management and environmental services in coastal and estuarine waters, with an emphasis on the Great Lakes. The Center performs field, analytical, laboratory, and modeling investigations to improve the understanding and prediction of coastal and estuarine processes, and interdependencies with the atmosphere, hydrodynamics, and biota. An ecosystem approach is applied to problem-oriented research to develop environmental service tools and scientific information for resource managers and others.



National Centers for Coastal Ocean Science

Vision, Mission, Goals & Objectives

Vision

_____ A National Center for Coastal Ocean Science that provides the foundation for coastal ocean, estuarine, and Great Lakes science and offers the best available research, products, and services to improve stewardship of the nation's coastal and Great Lake environments.

Mission

_____ To provide a sound scientific basis for NOAA's coastal programs, products, and services by developing and maintaining a broad cadre of scientific experts and science capabilities through both intramural and extramural research, monitoring, and assessment programs.

Goal 1

Predict and assess the impacts of multiple stressors on coastal ecosystems.

Objectives

- 1.1 Develop indicators of the health of coastal ecosystems.
- 1.2 Provide the means to detect, monitor, and predict the effects of multiple anthropogenic and natural perturbations on coastal ecosystems.
- 1.3 Develop technologies, ranging from biotechnology to remote sensing, to produce accurate, rapid, and sensitive methods to collect and integrate coastal environmental data.
- 1.4 Assess and predict the effects of land cover, land use practices, point and nonpoint source pollution, and hydrological and physical dynamics on riverine, estuarine, and coastal ecosystems.
- 1.5 Provide information and input to management strategies to mitigate the impacts of multiple stressors.
- 1.6 Evaluate the time and space scales at which important processes occur.

Goal 2

Conserve and restore coastal habitat and biodiversity.

Objectives

- 2.1 Improve our understanding of how physical processes affect coastal and Great Lakes habitats and biodiversity.
- 2.2 Characterize habitat requirements at the species and community levels and define natural and anthropogenic factors leading to habitat loss or degradation.
- 2.3 Improve capabilities to restore coastal habitat by developing and validating restoration strategies that consider the ecological costs/benefits of habitat disturbance/restoration.

Continued

Goal 2 (*NCCOS, cont.*)

- 2.4 Develop methods to quantify and document changes in habitat quantity and quality and in biodiversity.
- 2.5 Define linkages among habitat types and improve ecological and oceanographic predictions that support conservation and management of coastal and marine ecosystems.
- 2.6 Improve understanding of the causes and impacts of species invasions and changes in biodiversity.
- 2.7 Develop an understanding and predictive capability of the occurrence, persistence, and effects of harmful algal blooms; develop the means to prevent and control blooms, and to mitigate their impacts.
- 2.8 Assess the impacts of invasive species, improve our understanding of the risks and potential consequences of new invaders, and advance the means to prevent their introduction and spread.
- 2.9 Assess the impacts of fisheries operations on coastal ecosystem health and species richness.

Goal 3

Predict coastal impacts of weather, climate variability and change, and extreme events.

Objectives

- 3.1 Assess the impacts of climate change and variability and extreme events on coastal, estuarine, and Great Lakes living resources and ecosystems.
- 3.2 Develop ecosystem models to predict the effects of climate change and variability on coastal, estuarine, and Great Lakes living resources and ecosystems.
- 3.3 Develop water resource forecasting systems to predict the effects of climate change and variability on coastal ocean, estuarine, and Great Lakes systems.
- 3.4 Develop and integrate coastal forecasting capabilities with real-time monitoring systems to improve the ability to predict physical processes required to support safe and efficient maritime services.

Goal 4

Understand and predict the effects of oceanographic changes on coastal ecosystems and living marine resources.

Objectives

- 4.1 Identify and describe key oceanographic features and processes that affect the condition of coastal, estuarine, and Great Lakes ecosystems.
- 4.2 Determine causal linkages between indicators of change in meteorological and oceanographic conditions and measures of the state of coastal, estuarine, and Great Lakes living resources.
- 4.3 Synthesize physical, chemical, and biological data for development of models that link biological production to physical forcing.
- 4.4 Develop an understanding of the role of regime shifts on marine refugia.

Goal 5

Develop and maintain the capability to conduct and apply high-quality research, monitoring, assessment, technical assistance, and technologies in support of coastal stewardship.

Objectives

- 5.1 Expand and improve our system for scientific peer review and project selection.
- 5.2 Maintain high professional standards for research and scientific advice by establishing guidelines for program and staff performance evaluations, performance award programs, and professional career development opportunities.
- 5.3 Implement policies for ensuring the integrity and independence of science to ensure that NCCOS science programs, analyses, and products are sound, credible, and provide an objective basis for management.
- 5.4 Improve data collection and analysis techniques and systems.
- 5.5 Improve understanding of fundamental processes at work in the coastal ocean and Great Lakes to distinguish between natural variability and changes caused by human activities.
- 5.6 Communicate scientific results in simplified terms that are easier for a broader audience to understand than traditional scientific publications.
- 5.7 Develop products that not only contribute to the long-term knowledge base but help make sense out of diverse and sometimes contradictory data and observations. Solicit input from external scientists in topical areas when identifying research initiatives.
- 5.8 Participate in international scientific initiatives.

Goal 6

Develop and maintain the capability to communicate information in a timely and consistent manner.

Objectives

- 6.1 Establish, maintain, and periodically evaluate a communications strategy that is consistent with the NOS communications plan.
- 6.2 Promote NOS coastal stewardship responsibilities and NCCOS programs and activities.
- 6.3 Provide constituents (e.g., Congress, states, other federal agencies, academia, nongovernmental organizations (NGOs), the public) with pertinent information about NCCOS programs and activities and take every opportunity to make public presentations of all program results.
- 6.4 Provide efficient internal and external access to information on NCCOS programs and activities using a wide variety of communication methods.
- 6.5 Work with the coastal stewardship community to improve understanding of the scientific products and services needed to effectively manage coastal and Great Lakes systems.

Goal 7

Develop and maintain strong and productive partnerships.

Objectives

- 7.1 Collaborate with other organizational components of NOS, NOAA line offices, and federal, state, and local agencies to advance the knowledge of all and help accomplish the mission of each.
- 7.2 Establish cooperative working relationships with the academic community and NGOs with mutual interests to NCCOS, NOS, and NOAA.
- 7.3 Increase the NCCOS and NOS presence in coastal communities by including public stakeholders in planning and decision-making.

Goal 8

Improve management, infrastructure and workforce.

Objectives

- 8.1 Improve internal communication within NCCOS through timely distribution of information, including notification and explanation of key decisions affecting employees.
- 8.2 Improve results-based performance within NCCOS by assigning clear responsibility and accountability for the accomplishment of objectives.
- 8.3 Ensure that employees have access to computer and telecommunications capabilities and training commensurate with their job responsibilities and that adequate technical support services are provided for computer systems.
- 8.4 Encourage training programs that support professional development.
- 8.5 Improve recognition of employee efforts through primary and alternative incentive reward systems.
- 8.6 Delegate authority to the lowest appropriate level and foster employee input into the decision-making process.

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